



MINISTRY FOR THE 21ST CENTURY

Longer deployments, higher operational tempos, global exercises in response to world crises, less personnel, fewer ships...all beg the question: how do we provide ministry within an institution in the midst of radical transformation without losing sight of our primary mission: providing spiritual care for the People of God in the Sea Services?

Sea Chaplaincy 21 is an architecture for strategic transformation; a roadmap to lead our Chaplain Corps into the future. The Chief of Chaplain's letter to the Corps maps out the fundamentals of this exciting and transformational program. Your input, reactions and redactions are welcomed and requested. Please take the time to read about the exciting initiatives destined to change the direction of ministry in this 21st century.

Dear Colleagues in ministry,

May the Lord grant you peace! Your chaplain and Religious Program Specialist senior leadership have just completed the sixth annual Strategic Leadership Symposium (SLS) January 2005. I am pleased to report that both the weather in the Tampa Bay area and the teamwork at the SLS were spectacular! I am writing to let you know what was briefed and discussed and to relay plans that will soon impact our entire Staff Corps.

Sea Chaplaincy 21 (SC-21) is an architecture for strategic transformation, a bold new set of program and policy initiatives. It is designed to lead us into the future and provide religious ministry to a Navy and Marine Corps in transition. It is also designed to ensure for the continuation of critical spiritual care at a time of national emergency. These initiatives have been developed as a corporate response to the CNO's vision for "aligning" the Navy to better meet America's military needs in the 21st Century. SC-21 provides a strategic roadmap for the current and future ministerial needs of the Navy, Marine Corps, and Coast Guard.

The transformation plans of the Navy's staff corps have received the CNO's enthusiastic endorsement. Admiral Clark sent a "Personal For" to all Navy Flags just before the holidays. In it he stated:

I had the opportunity to review several more human capital strategies including those from Intel, Medical, Chaplain and Supply communities. Because most of you have not been able to have a seat at the table to see these briefs firsthand – to listen, to learn, and to engage in the great dialogue that has accompanied these briefs – I want to highlight where I think we are and where we're going on this journey. Let me also say – without hyperbole – that I am both encouraged and inspired by what I have seen thus far. You're taking us in the right direction.

Senior leaders in attendance at the SLS (both chaplains and RPs) enthusiastically endorsed SC-21. It is an ambitious plan built solidly upon the foundations and legacy of our past heroes and heroines yet constructed to meet the needs of the heroes and heroines of the future!

Here then are the major components of Sea Chaplaincy 21 for your study and consideration:

- **CHIEF OF CHAPLAINS AS COMMUNITY LEADER:** The CNO has established the heads of the staff corps and specialty communities in the Navy as Community Leaders. Though this concept must be formalized in policy, it has none the less been adopted to ensure that singular corporate leadership is provided for the overall strategic management of these communities across the entire Navy. In the case of the Chaplain Corps, this includes all the Sea Services: USN, USMC, and USCG. For the first time in history, the various fleets and claimants must interact with Community Leaders to forge a way ahead within their

respective areas of responsibility. This is a significant step forward for our Navy and for our Corps.

- **MANPOWER (FORCE) ALIGNMENT:** Under SC-21 the Chaplain Corps will transform from a *shore-centric* to *operational-centric* focus. Our Commander-in-Chief has declared that we are a nation at war and to expect that we will remain at war for sometime to come. It is critical that we align our Chaplain Corps assets to support our sea warriors in their fight against terrorism. Our transformational alignment will put more CHC assets with, or in direct support of, operational sea service personnel. It will also ensure that operational commanders recognize our religious ministry personnel assets as ‘mission essential’.
- **MINISTRY DELIVERY MODELS:** Within the next few months the Chaplain Corps will introduce new ministry delivery models to allow us to respond to the emerging ministry needs of Expeditionary Strike Groups, Carrier Strike Groups, and Surface Strike Groups...the operational forces of the 21st Century Navy. These new ministry delivery models will afford us the flexibility to respond to operational needs across traditional command lines. These models are being developed and implemented in conjunction with Fleet and Fleet Marine Force leadership and are in alignment with the way we are organized to fight as a 21st Century Navy. A white letter addressing these models will soon be issued.
- **STANDARDIZATION OF MINISTRY:** Your Religious Ministry leaders are in the process of creating a series of **MINISTRY TEMPLATES** to enable our ministry teams to excel in institutional ministry no matter where they are assigned. Templates are being created for Expeditionary and Carrier Strike Groups, for Marine Battalions and Expeditionary Units, for Coast Guard Districts, and for various other platforms and assignments and operational support commands. Both chaplains and their commanders will receive these guides for institutional ministry.
- **MINISTRY METRICS:** The time has come for ministry teams to begin using the same language and systems as their line and staff counterparts. Chaplains must be able to quantify their *value-added* to the institutions they serve. Properly designed and validated metrics will give us credible data to quantify the contribution we make to the institution and help us develop and refine our ministry initiatives to better serve the needs of our people.
- **RESERVE COMPONENT INTEGRATION:** The concept of *total force* and its value added to the institutions we serve has been in evidence for several years. Within the next two years both active and reserve components of our Religious Ministry communities will merge. We are **ONE TEAM...SUPPORTING ONE FIGHT...IN ONE MINISTRY**. This new integration will be apparent in both the ministry models we implement as well as the professional development opportunities made available to all our community members.

- **PROFESSIONAL DEVELOPMENT:** The Chaplain Corps views training and education as critical components of professional empowerment for the entire life cycle of a chaplain or RP. SC-21 will incorporate a more standardized approach to professional development than has been used in the past. We will use the resources being developed and implemented by the Commander, NETC to make this a reality. These initiatives will ensure that all chaplains and RPs receive the training and education they need to provide the very best quality ministry to all Sea Service personnel.
- **CAREER MANAGEMENT:** SC-21 provides an outline for the career progression of chaplains and RPs in the 21st Century. It also outlines career paths that a chaplain might follow in fulfilling his or her institutional responsibilities, career paths that personally reflect his or her “**Call to Serve.**” For the first time ever, career management will be intrinsically connected to our billet structure as well as our professional development plan. My goal is that every individual serving within this community will understand where he or she stands with respect to their career aspirations.
- **RELIGIOUS PROGRAM SPECIALISTS:** RPs are expeditionary in character and are therefore classified as *offensive combatants*. Like their chaplain counterparts, they have been “**Called to Serve.**” RPs provide security, support, and professional services to their commands and the chaplains with whom they serve. An essential component of SC-21 is a strategic vision for RPs in our 21st Century Ministry. RPCM Terry, my outstanding Senior Enlisted Advisor (SEA), and a distinguished team of RP leaders, have formulated an innovative strategic plan to move us forward to ensure RP alignment in the years ahead. Again, a white letter will be promulgated to better address these critical initiatives.
- **DEVELOPING COMPONENTS OF SEA CHAPLAINCY 21:**
 - a) **ETHICS AND SEA CHAPLAINCY**
 - b) **FUTURE CHAPLAIN /RP DETALING**
 - c) **FUTURE CHAPLAIN / RP RECRUITING**
 - d) **NEW BILLET PROPOSALS**
 - e) **DOCTOR OF MILITARY MINISTRY:** The D.Min program was detailed in White Letter # 6. I am meeting with all of our potential partner institutions over the next few months. We will have at least five schools accepting chaplain enrollments by the fall of 2005. Stand by for further specifics regarding this exciting new program.

SLS 2005 was an incredible opportunity for me and for my fellow Flag Officers to interact with our senior leadership. The valuable contributions and subsequent buy-in of the SC-21 architecture by this distinguished group will move us to the future. The religious requirements oversight council considered all the comments provided by the SLS and formally accepted the proposals. This letter has been written to provide you with a bird's-eye perspective of SC-21 and the plan of action you will see implemented over the next few years. Further information will be forwarded as it develops.

You will hear much more about SC-21 at this year's PDTC; I strongly encourage each of you to attend. Additionally, please utilize [Navy Knowledge Online \(NKO\)](#) to keep current of all new developments. Make sure you are signed up and logged onto this valuable resource.

Your feedback and questions are essential to the success of SC-21. We encourage you to forward your comments and suggestions through your command chaplain.

Let us continue to pray for a just and lasting peace for all the peoples of the world.

A handwritten signature in black ink, appearing to read 'L. Iasiello', with a stylized, flowing script.

Louis V. Iasiello
RADM, CHC, USN
23rd Chief of Navy Chaplains
VOCATI AD SERVITIUM